



County of Nevada  
Equal Employment Opportunity Plan  
2025/2026 and 2026/2027



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## Introduction and Purpose

We are proud of who we are as employees of and leaders within the County of Nevada, and we intentionally strive to become even better each day. We are happy to prepare and to provide to our community this Equal Employment Opportunity Plan. We toiled to prepare it not out of compulsion—just because it is required—but because we value the good that can come out of transparently sharing our story of how we are doing in the realm of equal employment opportunity. We have done great things to provide equal access and fair provisioning of our resources. We also acknowledge that the sky is the limit with what more we can do.

Our mission, vision and values undergird all our policies and actions, especially in the realm of equal opportunity.

### Mission

To work with the community to develop sound and innovative public policy, provide strong leadership and deliver excellent services in a fiscally responsible manner.

### Vision

We are dedicated to outstanding public service.

### Our Values

**Customer Service:** We tailor our communications to meet the unique needs of our customers, not presuming that "one size fits all." To do so, we make every effort to understand what customers need and value.

**Collaboration:** We work together across divisions, departments, agencies, and jurisdictional boundaries with cities, districts, and other governments to seamlessly serve our residents/customers.

**Open and Honest Communication:** Communication is a dynamic and ongoing process. We communicate information frequently, accurately, and succinctly.

**Innovation:** We proactively seek new opportunities to better serve our customers, and continually improve the way we do business to improve our efficiency and quality.

**Integrity:** Our organization and its processes must be ethically grounded. We strive for the success of our organization based on mutual trust and confidence. We are a team and we work together, respecting each individual's contribution and giving credit where it's due.

**Personal Responsibility:** We strive to do our very best in our jobs at all times. We take action when action is required. We don't wait to be told. Our actions provide an example for our co-workers.

**Pride of Ownership:** We are committed to the highest quality and professional excellence in our work. We always do the best we can. We proudly take ownership of what we produce.

**Our Community:** We help our community choose among our services and programs by facilitating their understanding of which alternative best matches their values.

**Trust:** We keep our word. We don't make commitments we cannot keep. If a commitment is delayed or interrupted, we notify those affected. We don't surprise them.

**Respect and Civility:** We treat each other with mutual respect. We are civil and respectful even in disagreement. We offer criticism or feedback to others directly and in a positive manner that respects individual dignity. We welcome constructive feedback to ourselves as an opportunity for professional improvement.

**Equity and Inclusion:** We strive to be a community where all residents thrive, visitors feel welcome, and we care for one another despite our differences. There is equal and fair access to resources, opportunities are abundant, and everyone does their part to embrace collective responsibility and take actions that uphold racial and social equity.



## **Our Policies**

Policies pertaining to equal employment are found here.

### Equal Opportunity Policy

The County is committed to a policy of equal application of rules and regulations in all employment practices including hiring, firing, promotion, compensation and other items, privileges, and conditions of employment. The County prohibits discrimination against employees or applicants for employment on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age (over 40), sexual orientation, reproductive health decision-making, a person's use of cannabis off duty and away from the workplace, or military and veteran status or any other basis protected by law. Employees, volunteers, or applicants who believe they have experienced any form of employment discrimination or abusive conduct are encouraged to report the conduct immediately by using the complaint procedures provided in these Policies, or by contacting the U.S. Equal Employment Opportunity Commission, or the Civil Rights Division. To further this policy, the following procedures have been formulated.

#### (1) Informal Discussions

If an employee or job applicant feels that they have been discriminated against on the basis of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age (over 40), sexual orientation, reproductive health decision-making, a person's use of cannabis off duty and away from the workplace, or military and veteran status or any other basis protected by law, the employee/applicant should, within five (5) working days of the incident, bring this matter to the attention of the immediate supervisor or any management employee of the County.

If the employee/applicant is not satisfied with the results of the informal discussion with the supervisor or management employee, they may, within fifteen (15) days of the incident, file a formal written complaint.

#### (2) Formal Complaint

The employee/applicant must, to the best of their ability, complete a County discrimination complaint form clearly expressing the complaint, giving names of individuals involved and dates. The completed form shall be delivered to the department head or the Human Resources Director. The department head shall forward the complaint to the Human Resources Director.

The Human Resources Director shall assign an individual to investigate the complaint. An investigation will be conducted, and a report shall be sent to the Human Resources Director noting recommended actions to be taken. The Human Resources Director shall, upon receiving the completed investigation report, make a decision on the

recommendations and notify the complainant of the outcome of the investigation in writing. If the employee is not satisfied with the outcome of the investigation, they shall have the right to appeal the decision to the County Executive Officer (CEO) who shall review the record and make a final decision within twenty (20) days. The CEO's decision shall be final.

This procedure shall apply to all County employees and applicants for County employment. By law, employees filing discrimination complaints shall be free of any retaliation or harassment by any County official.

An individual additionally has the option to report harassment, discrimination or retaliation to the U.S. Equal Employment Opportunity Commission (EEOC) or the California Civil Rights Department. These administrative agencies offer legal remedies and a complaint process. The nearest offices are listed on the Internet, in the government section of the telephone book or employees can check the posters that are located on County bulletin boards for office locations and telephone numbers.

## Policy Against Discrimination, Harassment and Retaliation

The County is committed to providing a work environment free from discrimination, harassment, and retaliation. This Policy defines discrimination, harassment, and retaliation and sets forth a procedure for the investigation and resolution of complaints of such conduct by or against any employee, volunteer, intern, applicant or person providing services pursuant to a contract with the County.

### **A. POLICY**

1. Discrimination, harassment, and retaliation violate this Policy and will not be tolerated. Conduct need not arise to the level of a violation of state or federal law to violate this Policy. Instead a single act can violate this Policy and provide grounds for discipline or other appropriate sanctions. Discrimination or harassment of an applicant, employee, volunteer, intern, or person providing services pursuant to a contract violates this policy when such conduct is based on the individual's actual or perceived race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age (over 40), sexual orientation, reproductive health decision-making, a person's use of cannabis off duty and away from the workplace, or military and veteran status or any other basis protected by law. It is also improper to retaliate against any individual for making a complaint of discrimination or harassment or for participating in a discrimination or harassment investigation. Retaliation constitutes a violation of this Policy.
2. This Policy applies to all terms and conditions of employment, including but not limited to hiring, placement, promotion, disciplinary action, layoff, recall, transfer, leave of absence, training opportunities and compensation.
3. Employees who violate this Policy are subject to discipline, up to and including termination.

### **B. DEFINITION OF DISCRIMINATION**

Discrimination occurs when an individual is treated differently and adversely in terms and conditions of employment because of the individual's protected classification, actual or perceived; because the individual associates with a person who is member of a protected classification, actual or perceived; or because the individual participates in a protected activity as defined in this Policy.

### **C. DEFINITION OF HARASSMENT**

Harassment can consist of virtually any form or combination of verbal, physical, visual or environmental conduct engaged in because of a person's actual or perceived protected classification. It need not be explicit, nor even specifically directed at the victim.

The prohibition against sex harassment includes a prohibition against sexual harassment, gender harassment, and harassment based on pregnancy, childbirth or related medical conditions.

Harassment includes, but is not limited to the following types of misconduct:

Verbal: Inappropriate or offensive remarks, slurs, jokes or innuendoes based on actual or perceived protected classification. This may include, but is not limited to the following: Inappropriate comments regarding an individual's body, physical appearance, attire, sexual prowess, marital status, pregnancy or sexual orientation; and unwelcome flirting or propositions, demands for sexual favors, verbal abuse, threats or intimidation, or patronizing or ridiculing statements that convey derogatory attitudes about a particular gender, religious creed, national origin, ancestry, disability, medical condition, marital status, age or sexual orientation.

Physical: Inappropriate or offensive touching, assault, or physical interference with free movement when directed at an individual on the basis of actual or perceived protected classification. This may include, but is not limited to, kissing, patting, lingering or intimate touches, grabbing, massaging, pinching, leering, staring, unnecessarily brushing against or blocking another person, whistling or sexual gestures.

Visual or Written: The display or circulation of offensive or derogatory visual or written material related to an individual's actual or perceived protected classification. This may include, but is not limited to, posters, cartoons, drawings, and graffiti, reading materials, computer graphics or electronic media transmissions.

Environmental: A work environment that is permeated with sexually oriented talk or innuendo, insults or abuse related to sex, gender, gender identity, gender expression, or any other protected classification not relevant to the subject matter of the job. A hostile environment can arise from an unwarranted focus on sexual topics or sexually suggestive statements or from an unwarranted focus on an individual's protected classification. An environment may be hostile if unwelcome sexual behavior is directed specifically at an individual or if the individual merely witnesses unlawful harassment in the individual's immediate surroundings. An environment may also be hostile if unwelcome behavior focusing on an individual's protected classification is directed specifically at an individual or if the individual merely witnesses the unlawful harassment in the individual's immediate surroundings.

The determination of whether an environment is hostile is based on the totality of the circumstances, including such factors as the frequency of the conduct, the severity of the conduct, whether the conduct is humiliating or physically threatening, and whether the conduct unreasonably interferes with an individual's work.

Romantic or sexual relationships between supervisors and subordinate employees are discouraged. There is an inherent imbalance of power and potential for exploitation in such relationships. The relationship may create an appearance of impropriety and lead to charges of favoritism by other employees. A welcome sexual relationship may change, with the result that sexual conduct that was once welcome becomes unwelcome and harassing.

By definition, sexual harassment is not within the course and scope of an individual's employment with the County.

**D. DEFINITION OF PROTECTED CLASSIFICATION**

"Protected Classification" includes race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age (over 40), sexual orientation, reproductive health decision-making, a person's use of cannabis off duty and away from the workplace, or military and veteran status, or any other basis protected by law.

**E. DEFINITION OF PROTECTED ACTIVITY**

Protected activities include making a request for an accommodation for a disability; making a request for accommodation for religious beliefs; making a complaint under this Policy; opposing violations of this Policy; or participating in an investigation under this Policy.

**F. DEFINITION OF RETALIATION**

Retaliation occurs when adverse conduct is taken against a covered individual because of the individual's protected activity as defined in this Policy. "Adverse conduct" may include but is not limited to: disciplinary action, counseling, taking sides because an individual has reported harassment or discrimination; spreading rumors about a complainant or about someone who supports or assists the complainant; shunning or avoiding an individual who reports harassment or discrimination; or making real or implied threats of intimidation to prevent or deter an individual from reporting harassment or discrimination.

**G. BEHAVIOR PROHIBITED BY ALL EMPLOYEES**

1. No supervisor, manager, or any other person employed by the County may engage in discrimination as that term is defined by this policy. This means that no supervisor, manager, or other person employed by the County may condition the terms and conditions of employment or continued employment in the County – including but not limited to any employee benefit, promotion, job assignment, disciplinary action, layoff, recall, transfer, leave of absence, training opportunities or compensation – on an applicant's or employee's actual or perceived protected classification or on the basis of the individual's association with a person who is member of a protected classification, actual or perceived.
2. No supervisor, manager, or any other person employed by the County may condition employment or continued employment in the County or any employee benefit, including promotion or job assignment, on an applicant's or employee's acquiescence to any of the discriminatory or harassing behavior defined above.

3. No supervisor, manager, or any other person employed by the County may create a hostile or offensive work environment for, or retaliate against, any applicant or employee because that person has opposed a practice prohibited by this Policy or has filed a complaint, testified, assisted or participated in any manner in an investigation, proceeding or hearing conducted by an authorized investigator.
4. No supervisor, manager, or any other person employed by the County shall assist any individual in doing any act which constitutes harassment, discrimination, or retaliation against any employee of the County.
5. No County employee shall destroy evidence relevant to an investigation of alleged harassment, discrimination or retaliation.

#### **H. OBLIGATIONS OF SUPERVISORS/MANAGERS**

Each manager and supervisor are responsible for:

1. Informing employees of this Policy.
2. Providing a copy of this Policy to all County employees and displaying this Policy in prominent locations throughout County offices.
3. Taking all steps necessary to prevent harassment, discrimination, and retaliation from occurring, including monitoring the work environment and taking immediate, appropriate action to stop potential violations, such as removing inappropriate pictures or correcting inappropriate language.
4. Receiving complaints in a fair and serious manner, and documenting steps taken to resolve complaints.
5. Following up with those who have complained to ensure that the behavior has stopped and that there are not reprisals.
6. Assisting, advising, or consulting with employees and the Human Resources Director regarding this Policy.
7. Assisting or participating in the investigation of complaints involving employees in their departments and, when appropriate, if the complaint is substantiated, recommending appropriate corrective or disciplinary action in accordance with this Policy, up to and including termination.
8. Providing employees with a copy of the information sheet on sexual harassment prepared by the Civil Rights Department upon request.
9. Periodically notifying employees of the procedures for registering a complaint as well as those available for redress. Such notification shall occur through the normal channels of communication.
10. Informing those who complain of harassment or discrimination of their option to contact the Civil Rights Department (CRD) and Equal Employment Opportunity Commission (EEOC) regarding alleged Policy violations. The Human Resources

Director will make available upon request information from the CRD and the EEOC about filing claims of sexual harassment with these entities.

11. Implementing appropriate disciplinary and remedial actions.
12. Reporting potential violations of this Policy to the Human Resources Director, regardless of whether a complaint has been submitted.
13. Participating in periodic training and scheduling employees for training.

A copy of this Policy shall appear in any publication of which sets forth the comprehensive rules, regulations, procedures and standards of conduct for employees. This Policy shall be included in the County's policies and procedures manual and employee handbook. This Policy will also be provided to all new hires as part of the new employee orientation process.

#### **I. OBLIGATIONS OF ALL EMPLOYEES**

All employees, including non-manager and non-supervisor employees, are responsible for:

- i. Treating all individuals in the workplace or on worksites with respect and consideration.
- ii. Modeling behavior that conforms to this Policy.
- iii. Participating in periodic training.
- iv. Reporting any conduct believed to fit the definition of harassment, discrimination or retaliation as defined in this policy, to their immediate supervisor or to the Human Resources Director or their designee. This includes conduct of non-employees, such as sales representatives or service vendors or harassing conduct toward such contractors. This employee obligation exists whether or not the employee who is the object of the harassment reports the alleged harassment. In the event that the Human Resources Director is the complainant or is considered the/a perpetrator of the alleged harassment, employees shall report such allegedly harassing conduct to the County Executive Officer or their designee.
- v. Cooperating with any investigation of any alleged act of harassment, discrimination or retaliation conducted by the County or its agents. This includes responding fully and truthfully to all questions posed during an investigation. Complainants will be encouraged to provide specific written allegations to facilitate the investigation.
- vi. Taking no actions to influence any potential witness while an investigation is ongoing.

#### **J. INVESTIGATIVE/CORRECTIVE ACTION**

All who believes they have been subjected to discrimination, harassment or retaliation, may make a complaint -- orally or in writing -- to any supervisor, manager, or department head, without regard to any chain of command.

All employees shall immediately report any evidence of discrimination, harassment or retaliation, or complaints regarding discrimination, harassment, or retaliation made to them to their immediate supervisor or to the Human Resources Director or their designee. Any supervisor or manager who receives a complaint regarding harassment shall immediately report it to the Human Resources Director.

The Human Resources Director shall authorize an investigation or conduct an investigation of any incident of alleged discrimination, harassment or retaliation that is reported. The investigation shall be conducted in a prompt and thorough manner and in a way which ensures, to the extent feasible, the privacy of the parties involved.

The person designated to investigate shall immediately report in writing the findings of fact to the Human Resources Director. The Human Resources Director will determine whether County Policy has been violated and communicate the conclusion of the investigation to the complainant. Disciplinary action shall be decided in accordance with County policy and after consultation with the Human Resources Director.

Under no circumstances shall a County employee who believes that they have been the victim of discrimination, harassment, or retaliation be required to first report that conduct to a supervisor or other authority figure if that person or authority figure is the perpetrator of the alleged harassment, discrimination or retaliation.

Under no circumstances shall a supervisor, manager, or other authority figure retaliate in any way against an employee who has made a complaint or who has provided information as a witness to an incident of alleged harassment, discrimination or retaliation.

It is the right of all employees to seek at any time redress for alleged harassment, discrimination, or retaliation from the CRD and the EEOC as though a court of law. These administrative agencies offer legal remedies and a complaint process. The nearest offices are listed on the Internet, in the government section of the telephone book or employees can check the posters that are located on County bulletin boards for office locations and telephone numbers. Employees are always encouraged to seek redress through the County's administrative policies as well.

All individuals are requested to maintain confidentiality to the extent possible in communicating or investigating any claims of alleged harassment. In addition, all individuals with knowledge of a claim of alleged harassment or who are in any way involved in the investigation into such a claim are requested to maintain the same level of confidentiality. An employee who is interviewed during the course of an investigation is prohibited from attempting to influence any potential witness while the investigation is ongoing. The County will share information regarding an investigation of alleged harassment on a need-to-know basis only. The County will not disclose a completed investigation report except as it deems necessary to support a disciplinary action, to take

remedial action, to defend itself in adversarial proceedings, or to comply with the law or court order.

## Reasonable Accommodations and Ability to Perform Work

Absent undue hardship or direct threats to the health and safety of employee(s), the County provides employment-related reasonable accommodations to qualified individuals with disabilities, both applicants and employees, to enable them to perform essential job functions; employees with conditions related to pregnancy, childbirth, or a related medical condition, if the employee so requests, and with the advice of the employee's health care provider; employee victims of domestic violence, sexual assault, or stalking to promote the safety of the employee victim while at work; and to employees who request reasonable accommodation to address a conflict between religious belief or observance and any employment requirement.

For non-disciplinary reasons, the County may refuse to hire, reduce in rank, or separate from employment an employee who is unable to perform the essential functions of their position (or position to which they applied for employment) with or without a reasonable accommodation.

### **A. DETERMINATION OF NEED FOR REASONABLE ACCOMMODATION**

#### **1. Medical Documentation of a Disability**

If the disability or the need for reasonable accommodation is not obvious, the County may require the individual to provide reasonable medical documentation confirming:

- (a) The existence of the disability;
- (b) The need for reasonable accommodation;
- (c) The functional limitations or work restrictions that apply to the employee's ability to perform the essential functions of the job; and
- (d) The name and credentials of the individual's health care provider.

If an individual provides insufficient documentation (regarding a disability or pregnancy-related condition), the County will:

- (a) Explain the insufficiency;
- (b) Allow the employee or applicant to supplement the documentation; and
- (e) Pursue the interactive process only to the extent that the request for reasonable accommodation is supported by the medical documentation provided.

Information received from the medical examination shall be consistent with the California Civil Code and Health Insurance Portability and Accountability Act (HIPAA).

#### **2. Medical Certification Indicating the Need for a Reasonable Accommodation or Transfer Due to Pregnancy or Related Conditions**

If a pregnant employee, or an employee with a pregnancy-related condition, requests a reasonable accommodation or transfer due to pregnancy, the County will provide the employee with notice of the need for a medical certification within two business days after the employee's request for accommodation. A medical certification confirming the need for a reasonable accommodation, including transfer, is sufficient if it contains:

- (a) A description of the requested accommodation or transfer;
- (b) A statement describing the medical advisability of the accommodation or transfer due to pregnancy; and
- (c) The date that the need for the accommodation or transfer will become necessary and the estimated duration of the accommodation or transfer.

### **3. Certification of Victim Status**

An employee who is a victim of domestic violence, sexual assault, or stalking and who requests an accommodation to provide for their safety while at work must provide both of the following:

- (a) A written statement signed by the employee or an individual acting on the employee's behalf, to certify that the accommodation is to address victim-safety concerns while at work; and
- (b) A certification demonstrating the employee's status as a victim of domestic violence, sexual assault, or stalking, which can be in the form of: a police report indicating the employee's victim status; a court order separating the perpetrator from the employee or that the employee has appeared in court for that purpose; or documentation from a medical professional or counselor that the employee is undergoing treatment for physical or mental injuries or abuse resulting from an act of domestic violence, sexual assault, or stalking.

## **B. FITNESS FOR DUTY EXAMINATION**

### **1. Job Applicants**

After a conditional offer of employment has been extended to an applicant, the County may require the applicant to submit to a fitness for duty examination that is job-related; necessary for efficient operations of the agency; and required of all applicants for the job classification. An applicant or employee who is required to pass a medical and/or psychological examination will be notified of their right to obtain a second opinion at their expense and that they may submit such second opinions for consideration.

### **2. Current Employees**

The appointing authority may require an employee to submit to a fitness for duty examination to determine if the employee has a disability and is able to perform the essential functions of their job when there is significant evidence that:

- (a) The employee's ability to perform one or more essential functions of their job has declined; or
- (b) Could cause a reasonable person to question whether an employee is still capable of performing one or more of their essential job duties, or is still capable of performing those duties in a manner that does not harm themselves or others.

### **3. Examination**

The County may request the applicant's or employee's health care provider to conduct a fitness for duty exam on the applicant or employee, or may request a County-selected health care provider to do so at the County's expense. The County will allow an employee paid time off to attend the exam. The County will provide the health care provider with a letter requesting a fitness for duty examination and a written description of the essential functions of the job. The examination will be limited to determining whether the applicant or employee can perform the essential functions of

their position and any work restrictions and/or functional limitations that apply to the applicant or employee. The health care provider will examine the employee and provide the County with non-confidential information regarding whether:

- (a) The applicant or employee has a disability within the meaning of the California Fair Employment and Housing Act;
- (b) The applicant or employee is fit to perform essential job functions;
- (c) Workplace restrictions or functional limitations apply to the applicant or employee, and the duration of the work restrictions or functional limitations;
- (d) There are any reasonable accommodations that would enable the employee to perform essential job functions; and
- (e) The employee's continued employment poses a threat to the health and safety of themselves or others.

**4. Handling of Confidential Medical Information**

During the course of a fitness for duty examination, the County will not seek or use information regarding an employee's medical history, diagnoses, or course of treatment without an employee's written authorization.

Should the health care provider exceed the scope of the County's request and provide confidential health information, without valid consent of the applicant or employee, the County will return the report to the health care provider and request another report that includes only the non-confidential fitness for duty information that the County has requested.

If an employee or applicant submits medical information to the County from their own health care provider, the County will not forward that information on to the health care provider who conducted the examination for the County, without the employee or applicant's written authorization. Upon receipt of the written authorization, the County will request the County-paid health care provider to determine whether the information alters the original fitness for duty assessment.

Medical records and information regarding fitness for duty, or the need for an accommodation, will be maintained separately from non-medical records and information. Medical records and information regarding fitness for duty and the need for accommodation will be accessible only by the Human Resources Director, the County's legal counsel, first aid and safety personnel in case of emergency, and supervisors who are responsible for identifying reasonable accommodations. Medical records and information contained therein may be released pursuant to state and federal law.

**C. INITIATION OF INTERACTIVE PROCESS**

Depending on the above determination of an employee or job applicant's need for a reasonable accommodation, the appointing authority shall enter into an interactive process with the employee or job applicant to determine if the essential functions of the job can be performed with reasonable accommodation.

**D. ACCOMMODATION**

After the interactive process communications, the Human Resources Director will review the information received, and determine whether all available information has been reviewed; whether all potential accommodations that the applicant or employee has suggested have been considered; whether additional discussions with the applicant or employee would be helpful; whether the applicant's or employee's preferences have been taken into account; if there is a reasonable accommodation that would enable the applicant or employee to perform essential job functions without harming themselves or others; and if the accommodations would pose an undue hardship on County finances or operations. The Human Resources Director will inform the applicant or employee of their determination in writing. The Human Resources Director will use their discretion based upon the particular facts of each case.

If the determination is that the employee will be capable of returning to work within a reasonable time, the employee may be granted unpaid leave pursuant to Section 21.1.

**E. INTERACTIVE PROCESS**

Whenever circumstances trigger the need to conduct an interactive process meeting, the Human Resources Director or their designee will promptly arrange for a discussion or discussions, in person or via conference telephone call, with the applicant or employee and their designated representative, (if any). The purpose of the interactive communications will be to discuss in good faith all feasible potential reasonable accommodations. The Human Resources Director, or their designee, will document these communications in writing.

Depending on the facts of each case, the interactive process analysis will generally begin with a review of possible reasonable accommodations that would enable an individual to retain their current job, or for an applicant to obtain the position to which they applied. For current employees, the process will generally then move on to possible reasonable accommodations in other vacant jobs for which the individual is qualified, if there is no reasonable accommodation in the current job that does not cause undue hardship, or that does not present a risk of harm to the individual or others. The County will consider accommodations that the applicant or employee suggests as part of determining whether or not reasonable accommodation can be reached.



## Workforce Analysis

A workforce analysis compares the race and gender of our employee population within broad job categories with the race and gender of the labor pool that we recruit from. Data is portrayed as a snapshot in time; measurements are taken every two years. To begin with, here is a snapshot of our workforce along job category (job function), gender, race, and national origin facets.

Workforce Total: 845		Number of Male Employees by Race						
Job Category	Total Number of Employees	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
Officials/Administrators	82	38	2	0	0	1	0	0
Professionals	190	58	4	0	0	2	0	3
Technicians	132	28	2	0	0	1	0	0
Protective Services: Sworn-Officials	20	16	0	0	0	2	0	0
Protective Services: Sworn-Patrol Officers	39	33	2	0	0	0	0	1
Protective Services: Non-sworn	76	41	4	0	0	0	1	1
Administrative Support	225	34	1	1	0	0	0	0
Skilled Craft	19	16	1	0	0	0	0	1
Service/Maintenance	62	50	4	1	1	0	0	0
	100%	314/37%	20/2%	2/0%	1/0%	6/1%	1/0%	6/1%

Workforce Total: 845		Number of Female Employees by Race						
Job Category	Total Number of Employees	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
Officials/Administrators	82	33	3	1	0	2	0	2
Professionals	190	106	8	0	2	3	0	4
Technicians	132	85	13	0	0	0	0	3
Protective Services: Sworn-Officials	20	2	0	0	0	0	0	0

Protective Services: Sworn-Patrol Officers	39	2	1	0	0	0	0	0
Protective Services: Non-sworn	76	24	1	0	1	2	0	1
Administrative Support	225	156	19	1	3	6	0	4
Skilled Craft	19	0	0	0	1	0	0	0
Service/Maintenance	62	6	0	0	0	0	0	0
	100%	414/49%	45/5%	2/0%	7/1%	13/2%	0/0%	14/2%

Here is a comparison graph which shows how our workforce numbers compare to the available labor pool numbers. For example, referring to the yellow highlighted cells, the County employes 4 Hispanic/Latino males in the Service/Maintenance job category representing 6% of the total workforce in that job category. The community is comprised of 15% Hispanic/Latino males that are available to work in the service/maintenance category. An underutilization of male Hispanic/Latino service/maintenance workers may exist.

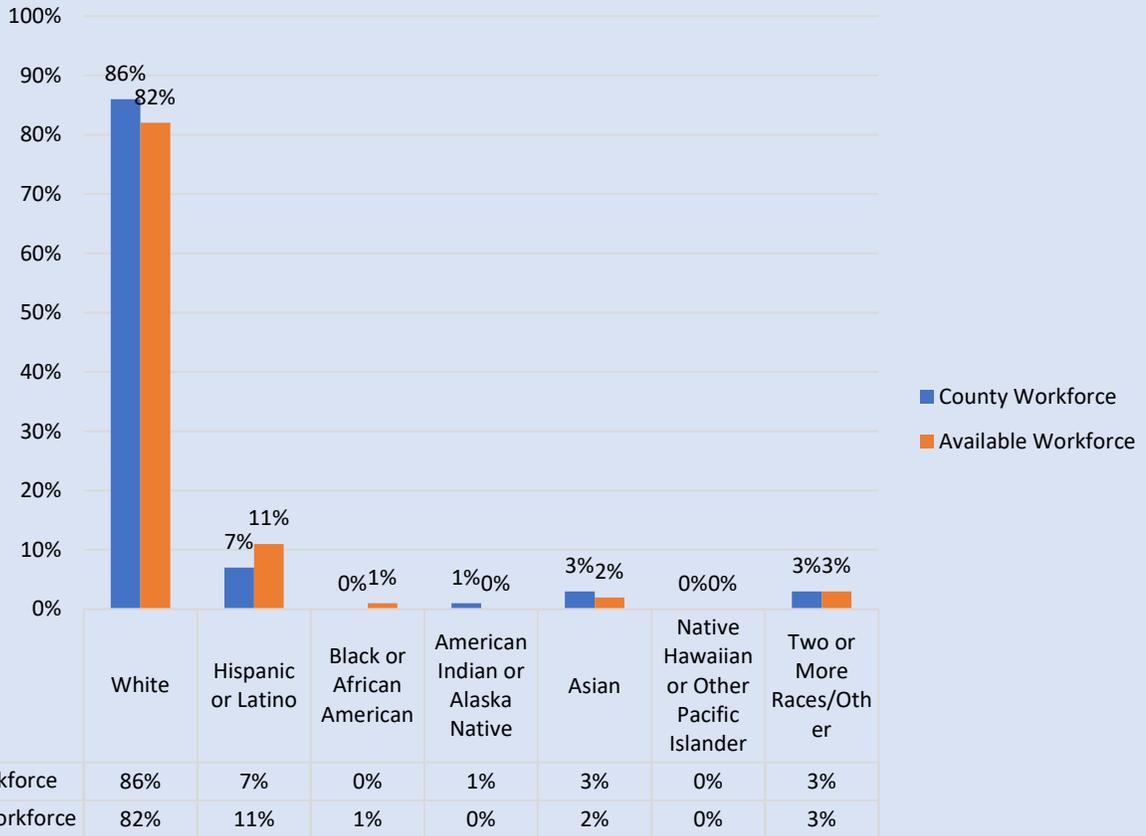
## Utilization Analysis Chart

### Relevant Labor Market: Nevada County , California

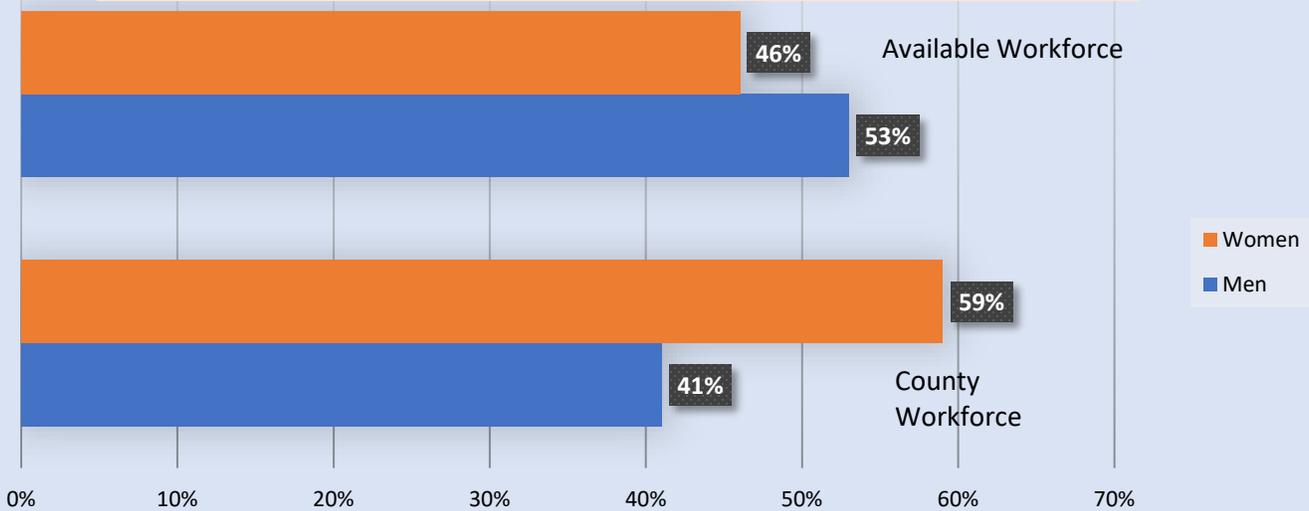
Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
<b>Officials/Administrators</b>														
Workforce #/%	38/46%	2/2%	0/0%	0/0%	1/1%	0/0%	0/0%	33/40%	3/4%	1/1%	0/0%	2/2%	0/0%	2/2%
CLS #/%	2,830/53%	75/1%	15/0%	0/0%	30/1%	30/1%	45/1%	1,905/36%	165/3%	0/0%	20/0%	40/1%	0/0%	145/3%
Utilization #/%	-7%	1%	-0%	0%	1%	-1%	-1%	4%	1%	1%	-0%	2%	0%	-0%
<b>Professionals</b>														
Workforce #/%	58/31%	4/2%	0/0%	0/0%	2/1%	0/0%	3/2%	106/56%	8/4%	0/0%	2/1%	3/2%	0/0%	4/2%
CLS #/%	3,060/37%	115/1%	90/1%	4/0%	60/1%	0/0%	85/1%	4,255/52%	275/3%	45/1%	0/0%	15/0%	25/0%	195/2%
Utilization #/%	-7%	1%	-1%	-0%	0%	0%	1%	4%	1%	-1%	1%	1%	-0%	-0%
<b>Technicians</b>														
Workforce #/%	28/21%	2/2%	0/0%	0/0%	1/1%	0/0%	0/0%	85/64%	13/10%	0/0%	0/0%	0/0%	0/0%	3/2%
CLS #/%	890/43%	30/1%	55/3%	0/0%	30/1%	0/0%	0/0%	885/43%	115/6%	0/0%	0/0%	35/2%	0/0%	40/2%
Utilization #/%	-22%	0%	-3%	0%	-1%	0%	0%	22%	4%	0%	0%	-2%	0%	0%
<b>Protective Services: Sworn</b>														
Workforce #/%	49/83%	2/3%	0/0%	0/0%	2/3%	0/0%	1/2%	4/7%	1/2%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	595/80%	10/1%	45/6%	4/1%	0/0%	0/0%	0/0%	85/11%	4/1%	0/0%	4/1%	0/0%	0/0%	0/0%
Utilization #/%	3%	2%	-6%	-1%	3%	0%	2%	-5%	1%	0%	-1%	0%	0%	0%
<b>Protective Services: Non-sworn</b>														
Workforce #/%	41/54%	4/5%	0/0%	0/0%	0/0%	1/1%	1/1%	24/32%	1/1%	0/0%	1/1%	2/3%	0/0%	1/1%
CLS #/%	25/62%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	15/38%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	-9%	5%	0%	0%	0%	1%	1%	-6%	1%	0%	1%	3%	0%	1%
<b>Administrative Support</b>														
Workforce #/%	34/15%	1/0%	1/0%	0/0%	0/0%	0/0%	0/0%	156/69%	19/8%	1/0%	3/1%	6/3%	0/0%	4/2%
CLS #/%	2,555/29%	410/5%	25/0%	0/0%	40/0%	0/0%	90/1%	5,015/56%	450/5%	4/0%	95/1%	70/1%	0/0%	160/2%
Utilization #/%	-14%	-4%	0%	0%	-0%	0%	-1%	13%	3%	0%	0%	2%	0%	-0%
<b>Skilled Craft</b>														
Workforce #/%	16/84%	1/5%	0/0%	0/0%	0/0%	0/0%	1/5%	0/0%	0/0%	0/0%	1/5%	0/0%	0/0%	0/0%
CLS #/%	2,560/73%	660/19%	25/1%	20/1%	70/2%	0/0%	20/1%	50/1%	55/2%	0/0%	10/0%	30/1%	0/0%	15/0%
Utilization #/%	11%	-14%	-1%	-1%	-2%	0%	5%	-1%	-2%	0%	5%	-1%	0%	-0%
<b>Service/Maintenance</b>														
Workforce #/%	50/81%	4/6%	1/2%	1/2%	0/0%	0/0%	0/0%	6/10%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	4,415/43%	1,525/15%	115/1%	45/0%	25/0%	0/0%	185/2%	3,040/30%	655/6%	0/0%	35/0%	90/1%	0/0%	110/1%
Utilization #/%	38%	-8%	0%	1%	-0%	0%	-2%	-20%	-6%	0%	-0%	-1%	0%	-1%

For general interest, here is a comparison of the County's ethnic composition as compared to the labor pool, and, a comparison of the County's gender composition as compared to the labor pool.

### Comparison of County Workforce and Available Workforce by Ethnic Category



### Comparison of County Workforce and Available Workforce by Gender



In evaluating discriminatory practices in the workplace, courts have generally recognized the use of Chi-square or Fisher’s exact test to determine if underutilization of protected groups are statistically significant and unlikely to be due to mere chance. Based on the data we provided to the Office for Civil Rights, the operational arm of the Equal Employment Opportunity Program, the utilization analysis chart below displays each job category in which, and based on this standard, a statistically significant underutilization (underrepresentation) of qualified workers for a particular work group may have occurred. When we compare our current workforce to our surrounding labor force, the areas below may be experiencing underrepresentation in gender and race.

Job Category	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/ Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/ Other
Professionals	✓													
Technicians	✓		✓											
Protective Services: Sworn			✓											
Administrative Support	✓	✓												
Service/Maintenance		✓						✓	✓					

## Summary

### 1. Female

- a. Hispanic females are underrepresented in the service/maintenance (-6%) job category.
- b. White females are underrepresented in the service/maintenance (-20%) job category.

### 2. Male

- a. Black males are underrepresented in the technicians (-3%) and sworn protective services (-6%) job categories.
- b. Hispanic males are underrepresented in the administrative support (-4%) and service/maintenance (-8%) job categories.
- c. White males are underrepresented in the professional (-7%), technicians (-22%), and administrative support (-14%) broad job categories.

Underrepresentation by Race within Gender (Per Office of Justice Programs/Office for Civil Rights Utilization Review)

1. Female/Hispanic

--Hispanic females are underrepresented in the service/maintenance (-6%) job category.

**Number of Service/Maintenance Candidates by Ethnicity (Hispanic) and Gender (Female)**

July 01, 2023 - June 30, 2024

Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
Hispanic	4	2	2	0	0	0

**Number of Service/Maintenance Candidates by Ethnicity (Hispanic) and Gender (Female)**

July 01, 2022 - June 30, 2023

Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
Hispanic	2	2	2	1	1	1

- a. Service/maintenance positions include wastewater service worker, heavy equipment mechanic, road maintenance worker, and similar positions.
- b. Hispanic female applicants for service/maintenance jobs are consistently few.
- c. In both fiscal years, the female applicants who did apply qualified for the position at least 50% of the time.
- d. In 2023-2024, hiring managers did not select female applicants for the position(s) being recruited for, whereas in the year prior, one female Hispanic applicant out of two was successfully hired.

## 2. Female/White

--White females are underrepresented in the service/maintenance (-20%) job category.

### Number of Service/Maintenance Candidates by Ethnicity (White) and Gender (Female)

July 01, 2023 - June 30, 2024

Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
White, not of Hispanic origin	34	27	27	12	5	4

### Number of Service/Maintenance Candidates by Ethnicity (White) and Gender (Female)

July 01, 2022 - June 30, 2023

Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
White, not of Hispanic origin	26	22	22	10	5	4

- Service/maintenance positions include wastewater service worker, heavy equipment mechanic, road maintenance worker, and similar positions.
- We receive an increasing number of applicants for service/maintenance vacancies from White females.
- White female candidates are passing our minimum requirements and testing and are being selected for interviews at a slightly higher rate each of these two years.
- Hire rates are 14.8% (4/27) and 18% (4/22), respectively, FY 23-24 and FY 22-23.

3. Male/Black or African American

---Black males are underrepresented in the technicians (-3%) and sworn protective services (-6%) job categories.

<b>Number of Technicians Candidates by Ethnicity (Black or African American) and Gender (Male)</b>						
<b>July 01, 2023 - June 30, 2024</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
Black, not of Hispanic origin	8	6	5	0	0	0

<b>Number of Technicians Candidates by Ethnicity (Black or African American) and Gender (Male)</b>						
<b>July 01, 2022 - June 30, 2023</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
Black, not of Hispanic origin	0	0	0	0	0	0

- a. Technicians positions include accounting technician, behavioral worker III, library technician, and related classifications.
- b. We see an increase in applications by Black or African American candidates from FY 2022-2023 to 2023-2024.
- c. While candidates qualify for most positions they apply for, candidates are not selected for interview or hire.

<b>Number of Sworn Officer Candidates by Ethnicity (Black or African American) and Gender (Male)</b>						
<b>July 01, 2023 - June 30, 2024</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
Black, not of Hispanic	0	0	0	0	0	0

<b>Number of Sworn Officer Candidates by Ethnicity (Black or African American) and Gender (Male)</b>						
<b>July 01, 2022 - June 30, 2023</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
Black, not of Hispanic origin	0	0	0	0	0	0

- d. Sworn protective service positions include the deputy sheriff series (I/II), sergeant, lieutenant, captain, and undersheriff.
- e. Black or African American candidates are not applying to our sworn officer positions.

#### 4. Male/Hispanic

--Hispanic males are underrepresented in the administrative support (-4%) and service/maintenance (-8%) job categories.

<b>Number of Administrative Support Candidates by Ethnicity (Hispanic or Latino) and Gender (Male)</b>						
<b>July 01, 2023 - June 30, 2024</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
Hispanic	23	19	19	6	5	4

<b>Number of Administrative Support Candidates by Ethnicity (Hispanic or Latino) and Gender (Male)</b>						
<b>July 01, 2022 - June 30, 2023</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
Hispanic	10	9	8	3	1	1

- Administrative Support positions include Administrative Assistant I/II, legal secretary, administrative services assistant, and related positions.
- Hispanic male applicants increased year over year.
- Hire rates saw a steady increase (4/19 or 21% FY 23-24 compared with 1/8 or 12% FY 22-23).

<b>Number of Service/Maintenance Candidates by Ethnicity (Hispanic or Latino) and Gender (Male)</b>						
<b>July 01, 2023 - June 30, 2024</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
Hispanic	26	23	22	6	4	4

<b>Number of Service/Maintenance Candidates by Ethnicity (Hispanic or Latino) and Gender (Male)</b>						
<b>July 01, 2022 - June 30, 2023</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
Hispanic	14	14	14	7	6	5

- Service/maintenance positions include wastewater service worker, heavy equipment mechanic, road maintenance worker, and similar positions.
- A steady increase in Hispanic male applicants occurs between FY 23-24 and 22-23, an almost double increase.
- Candidates are meeting the job requirements and being selected for interviews.
- Hiring of candidates is at a lower percentage in year two (4/22 or 18% hire rate vs 5/14 or 35% the year prior.)

5. Male/White

---White males are underrepresented in the professional (-7%), technicians (-22%), and administrative support (-14%) broad job categories.

<b>Number of Professional Candidates by Ethnicity (White) and Gender (Male)</b>						
<b>July 01, 2023 - June 30, 2024</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
White, not of Hispanic	256	200	199	76	19	18

<b>Number of Professional Candidates by Ethnicity (White) and Gender (Male)</b>						
<b>July 01, 2022 - June 30, 2023</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
White, not of Hispanic	178	148	147	65	19	18

- a. Professional positions include accountant-auditor, engineer, attorney and related positions.
- b. White male applicants increased year over year.
- c. Candidates generally met the minimum requirements.
- d. Hiring rate shows a decline in the two years reported, from 18/199 or 9% in FY 23-24 compared with 18/147 or 12% in FY 22-23.

<b>Number of Technicians Candidates by Ethnicity (White) and Gender (Male)</b>						
<b>July 01, 2023 - June 30, 2024</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
White, not of Hispanic origin	76	61	61	23	8	6

<b>Number of Technicians Candidates by Ethnicity (White) and Gender (Male)</b>						
<b>July 01, 2022 - June 30, 2023</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
White, not of Hispanic origin	111	84	81	32	6	6

- e. Technicians positions include accounting technician, behavioral worker III, library technician, and related classifications.
- f. A drop in applicancy rate occurs between the two fiscal years reported.
- g. A relative increase in strength of application per applicant occurs in 23-24 as more candidates are rendered "eligible" and are referred to the hiring manager.
- h. A higher percentage of applicants are hired in FY 23-24 (6/61 or 10% FY 23-24; 6/81 or 7% FY 22-23).

<b>July 01, 2023 - June 30, 2024</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
White, not of Hispanic origin	196	169	168	39	24	23

<b>Number of Administrative Support Candidates by Ethnicity (White) and Gender (Male)</b>						
<b>July 01, 2022 - June 30, 2023</b>						
Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
White, not of	159	149	142	58	36	30

i. Despite an uptick of White male administrative support candidates between FY 22-23 and FY 23-24, a slower hire rate occurs (FY 23-24, hires/referred is 13.6% and FY 22-23, hires/referred is 21%.)



## Accomplishments, FY 22-23, FY 23-24 and FY 24-25 (to date)

The following highlights many of the County's key accomplishments from fiscal years 2022-2023, 2023-2024, and 2024-2025 that reiterate and advance the County's commitment to equal employment opportunity and diversity, equity, and inclusion.

### Shifting our Culture to Advance Leadership at All Levels

The High Performing Organization (HPO) concept was initiated at the County in FY 2019/20. The HPO model fosters leadership at all levels, supports innovation through collaboration, and embraces a culture of inclusion and belonging. As we rebuilt our culture over the last few years, we built in systems that embrace diversity, equity and inclusion. Our shift to an HPO model signifies that senior leadership is committed to recognizing all voices.

- a. A leadership philosophy was developed by hundreds of staff who participated in HPO training. Emphasis added to diversity-related leadership philosophy statements.

#### **Nevada County Leadership Philosophy**

**We are a diverse team of motivated, creative people.**

We foster leadership at all levels.

Our passion is creating the highest quality of life in our community.

**We welcome new ideas, perspectives, and opportunities.**

We attain our highest potential when fully engaged.

We encourage each other to learn, grow, and pursue excellence.

**Our best work is grounded in trust, transparency, open communication, and collaboration.**

- b. The work of HPO--of shifting the culture--was done through four pillars of activity: Staff Development; Communication and Collaboration; Diversity, Equity, Inclusion, Connection and Belonging; and Staff Capacity.

#### 1. Staff Development Workgroup

- a. Action plan and accomplishments of this workgroup

- i. Implemented Mentorship Program with 6 participants who gained skills and confidence in support of their advancement.
- ii. Provided Trainings in Support of High Performing Organization
  1. The Staff Development workgroup developed an HPO Leadership Academy in FY 23-24. The HPO Leadership Academy consists of three tracks (individual contributor, new or front-line supervisor, and seasoned supervisor or manager). Courses vary by track in line with the skills needed by participants. In its first year, FY 23-24, we graduated 51 employees. The HPO Leadership Academy is open to all employees, costs the employees' departments nothing, and supports each employee in their desire to be a leader at their level and to gain skills for upward promotion.
  2. Track One includes a course called "Becoming an Ally/Bystander." Thirty-five employees completed the course who were hired before the course was a standard component of new hire training.

3. Tracks Two and Three include a course called “How to Create Sustainable Change,” which teaches the importance of incorporating diversity, equity, and inclusion in the change for longest lasting results. Fifteen employees have completed this course.
- iii. Continued to Provide 3-Day HPO Training
  1. Three-day HPO training has been conducted for 3 fiscal years and has graduated over 225 employees from all levels of the organization. This training is a catalyst for upward promotion by all employees.
2. Communication and Collaboration Workgroup
  - a. Action plan and accomplishments of this workgroup
    - i. Became better at telling our stories and uncovering and valuing the diversity among us
    - ii. Updated County Mission, Vision, and Value Statements
      1. The County Board of Supervisors updated its values statement in FY 22-23 by adding the following value:
        - a. Equity and Inclusion: We strive to be a community where all residents thrive, visitors feel welcome, and we care for one another despite our differences. There is equal and fair access to resources, opportunities are abundant, and everyone does their part to embrace collective responsibility and take actions that uphold racial and social equity.
3. Diversity, Equity, Inclusion, Connection and Belonging Workgroup
  - a. Action plan and accomplishments of this workgroup
    - i. Actively Supported the Creation of Affinity Groups and/or Employee Resource Groups
      1. Affinity Groups are self-initiated groups of employees who have come together in support of common interests and goals which are aligned with the diversity values and strategic efforts of the County. Affinity Groups may represent a variety of interests; examples include workplace equity for employees with shared lived experience around marginalized identities, community service, military experience, and leadership development. These intentional, employee-led associations are open to all employees who support the group’s goals and/or are genuinely interested in learning more about a particular group’s area of interest.
    - ii. Developed and Implemented Countywide Onboarding Plan which emphasizes inclusion and connection: (see next page for depiction of onboarding language)

# Onboard

Overview

**My Onboarding Portal**

Forms

Downloads

Notes & Attachments



*Welcome, you belong here!*

We're delighted to have you with us, bringing your unique contributions and ideas. At our organization, we foster an engaged and creative culture that values diversity. Together, we work towards creating an environment where everyone has equal opportunities to thrive. Our commitment lies in personal and collective growth, by actively listening to others, expressing our truths, and reflecting on our behavior, beliefs, and language. As a team, we learn, grow, and strive to be the best version of ourselves. Join us in making a daily difference in the lives of our community.

Together, let's create positive change!



## Staff Capacity Workgroup

- b. Action plan and accomplishments of this group
  - i. Continued to support telework options for employees which promotes work/life balance for all employees. Over 2/3 of our employee workforce balances family and personal needs through the ability to flex time in the office and time working from home.
  - ii. Encouraged the use of acting assignments to develop capabilities among staff and to bridge gaps in employment that otherwise might be difficult to fund.
    1. Sixteen employees filled acting assignments in FY 22-23; 56% of the assignments were filled by females; 44% by males. Ninety-four percent of the employees are White; one percent is Native Hawaiian or Other Pacific Islander.
    2. Thirteen employees filled acting assignments in FY 23-24; 76% of the assignments were filled by females; 24% by males. One hundred percent of the acting employees are White.

## Training and Development

1. Using our Onboarding and Learning Management Systems, automatically enrolled new hires into sexual harassment prevention training and workplace violence training.
3. Using our Onboarding and Learning Management Systems, and since 2023, automatically enroll new hires into “Becoming an Ally/Bystander.” This course teaches employees about implicit bias and how to respond to micro aggressions in the workplace.
  - a. Over 330 new employees have completed the three-hour course, “Becoming an Ally/Bystander” since its introduction in FY 22-23 (specifically, October, 2022).
3. Encouraged all employees to enroll in any of the 23 diversity and equity courses that are available for free in our Learning Management System.

- a. Courses range from Cultural Competence to Improving Diversity in Your Workplace and to Neurodiversity.
  - b. Courses are offered in Spanish and English.
4. Contracted with renown psychological safety expert, Minette Norman, to provide County-wide training on psychological safety. Psychologically safe environments are attractive to employees and to job seekers, for they offer havens for honest communication and for growth and development.
  5. Promoted 86 employees during FY 23-24; 31 male and 55 female. All report as White.
  6. Promoted 87 employees during FY 22-23; 34 male and 53 female. One percent of the employees promoted report as Asian; 3% as 2 or more races/Other; 12% as Hispanic or Latino; and 84% as White.

### Recruitment

1. Revamped traditional, fixed mindset recruitment model to a newer, faster model which is based on the power of having a growth mindset as a hiring manager.
  - a. Overhauled lengthy recruitment model to reduce the number of steps and time to hire from 120 days to less than 60. The shorter time to hire model increases the number and quality of applicants we draw in as we appeal to their desire for a modern workforce.
  - b. Modified the type of questions we asked our candidates away from “how many years of experience and how many degrees do you have” and toward questions which allow them to match their skills and abilities to written prompts. This approach helps candidates who have had less access to education or particular types of employment to present their qualifications in a positive, measurable way.
    - EX: Three years of experience doing work comparable to the duties found in the job description (Administrative Analyst, in this case).*
    - A. I have not had education, training, or experience in performing this task.*
    - B. I have had education or training in how to perform this task but have not yet performed it on the job.*
    - C. I have performed this task on the job. My work on this task was monitored closely by a supervisor or senior employee to ensure compliance with proper procedures.*
    - D. I have performed this task as a regular part of a job. I have performed it independently and normally without review by a supervisor or senior employee.*
    - E. I am considered an expert in performing this task. I have supervised performance of this task or am normally the person who is consulted by other workers to assist or train them in doing this task because of my expertise.*
  - c. Educated hiring managers to both share our culture (one of diversity, equity and inclusion) and ask candidates about their preferred culture, to both promote or “sell” our culture to all applicants and, equally importantly, to align cultural expectations with our incoming candidates.
  - d. Trained hiring managers to also ask motivational fit questions which, research shows, appeals to all candidates.
  - e. Redrew the template by which we advertise our position on our County job listings page by running our narrative through TEXTIO, an online tool which ensures that the wording of our posting does not detract any candidate based on age, gender, or ethnicity.
    - a. TEXTIO awarded County of Nevada as a “best in class” user of the tool three years in a row (2022, 2023, 2024) because our job advertisements contained bias-free language.

- f. Entered into a subscription with Careers in Government, a service which “scrapes” our daily job posting and posts it to their well-visited site as well as eight minority publications which are Latino Jobs in Government, Asian Jobs in Government, Disability Jobs in Government, African American Jobs in Government, LGBTQ Jobs in Government, Women Jobs in Government, and Native American Jobs in Government, and Veteran Jobs in Government.
- g. Updated new hire orientation onboarding page by infusing it with messages and photos promoting diversity, equity and inclusion.
- h. Broadened outreach efforts to attract a diverse pool of applicants by exploring methods to expand the reach of recruitment activities, including participation in career and job fairs, expos, and community events, and targeted advertising of job opportunities to professional. A sampling of job fairs that the County attended follow.
  - Meet your Match Job Fair for local community youth, disabled and unemployed workers
  - Centers for Non-Profit Leadership Passion in Action Volunteer and Career Fair
  - Tri-County Job Fair (Nevada, Placer, and Sacramento Counties)
  - Career Fair for local community at the Veterans’ Memorial Hall
  - Military Career Fair at Beale Air Force Base
  - Multi-County Career Fair (Counties of El Dorado, Butte, Sutter, Sacramento, Placer, Yuba, Yolo, along with the California Department of Rehabilitation, the City of Yuba City, and the Sierra Workforce Group from local area community college, Sierra College)
  - Participated in Sierra Workforce Summit at Sierra College
  - Placer Works Summer Job Fair
  - Jessup TIM Workshop
  - Army PaYS Career Workshop (The Partnership for Your Success (PaYS) Program is a strategic partnership between the U.S. Army and a cross section of corporations, companies, and public sector agencies. The Program provides America's Soldiers with an opportunity to serve their country while they prepare for their future. PaYS Partners guarantee Soldiers an interview and possible employment after the Army.)
  - SkillBridge Career Workshop (The Department of Defense SkillBridge program is an opportunity for service members to gain valuable civilian work experience through specific industry training, apprenticeships, or internships during the last 180 days of service. DOD SkillBridge connects transitioning service members with industry partners in real-world job experiences.)

To recruit minority and female candidates, the Sheriff's Office attended various job fairs.

- Nevada County Trades Expo
- Truckee Job Fair (this job fair attracts Eastern County residents)
- Roseville Harvest Fair (this job fair expands the County’s reach into Placer County which has a more ethnically diverse labor pool.)
- i. Hired an Internship Coordinator to strengthen our reach of high school, college, leaving military personnel, and career-change interns who provide us with a richly diverse

applicant pool for our regular position. Roughly half of our interns (unpaid and paid) obtain County employment following successful completion of their internship.

- a. A total of 238 interns were hired during the period 2022 to 2024.
- j. Developed special questions on our job application with recognized former foster youth and former homeless youth and which guaranteed them an interview. These youths often represent the underserved in our community.

**Summary**

We have experienced an increase in the overall percentage of applicants from minority groups during this measurement period.

Percentage of Candidates By Ethnicity			
	7/1/22-6/30/23	7/1/23-6/30/24	
Ethnicity	Applied (percentage figures indicate "as a total of all applicants")	Applied (percentage figures indicate "as a total of all applicants")	Increase/ (Decrease) in Percentage of Total Applications Received
White, not of Hispanic origin	2412 (77%)	2743 (71%)	-8%
Hispanic	282 (9%)	398 (10%)	11%
Other	157 (5%)	256 (6.6%)	32%
Asian or Pacific Islander	125 (4%)	224 (5.8%)	45%
Black, not of Hispanic origin	73 (2.3%)	153 (3.9%)	70%
American Indian or Alaskan Native	47 (1.5%)	60 (1.5%)	0%
Not Answered	45 (1.4%)	45 (1.2%)	-14%



**Objectives, FY 25-26 and FY 26-27**

The following provides an overview of the County’s key objectives for 2025-2026 and 2026-2027 relating to ensuring equal employment opportunities at all levels.

- 1. Expand recruitment and selection efforts to increase outreach and diversity.

The County’s objectives and action steps to ensure equal employment opportunity in recruitment and selection include:

- a. Conduct a comprehensive review of the County’s recruitment efforts and programs with the goal of identifying improvements needed and recommending new, inclusive and innovative approaches to attract and retain qualified and diverse individuals
- b. Continue to expand and enhance recruitment and outreach efforts to expand the pool of diverse and underrepresented applicants based on assessments, reviews, and data
- c. Attend career fairs and conferences at local schools, universities, and non-profit organizations. Examples include:
  - Sacramento State All Majors Career Fair—registered to attend 3/3/2025
  - Sacramento State Education, Youth, and Family Services Fair—registered to attend 3/4/2025

- Hispanic Serving Institutes Virtual Career Expo—registered to attend 2/26/25
  - Law Enforcement Hiring Expo in Sacramento (Friday, April 4, 2025)
- d. Participate in various community events and expos to build partnerships with diverse community organizations as well as connect with potential candidates with diverse backgrounds
  - e. Participate in virtual career fairs and pilot offering information about our civil service interview process to external candidates

## 2. Increase career development and retention programs and strategies

The County's goals include increasing career development and retention programs and strategies including as follows:

- a. Create, sponsor and/or support educational/ diversity events, speakers, panels, and/or programs that will offer additional opportunities to employees to gain experience and knowledge about jobs and career paths
  - b. Foster professional development by offering work-out-of-class opportunities, job rotation, committee assignments, enhanced training opportunities, coaching and mentoring opportunities, continuing internship programs that provide opportunities to interns from diverse economic and ethnic backgrounds
3. Develop a list of duties that one or more persons may do in support of EEO coordination.
    - a. In coordination with the OD-HPO Team, develop an action plan in support of funding an EEO Coordinator/Diversity Equity and Inclusion Officer role.
    - b. Develop an EEO/DEI Action Plan which includes strategies for achieving EEO Plan Goals for FY 24-25 and 25-26 and Diversity/Equity/Inclusion Team's goals.

## Appendix

**Officials/Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent and housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

**Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

**Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

**Protective Service:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers. (Protective Service as a category is broken out into Protective Service-Sworn-Officials; Protective Service-Sworn-Patrol Officers; and Protective Service-Non Sworn, in this report as required by the Office for Civil Rights. The OCR enforces federal civil rights laws and other provisions that prohibit discrimination by recipients of federal financial assistance from the Office of Justice Programs. The County of Nevada is in receipt of federal grants from the Office of Justice Programs.)

**Administrative Support:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

**Skilled Craft:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

**Service/Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry-cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.